Immigration, Refugees   Immigration, Réfugiés
and Citizenship Canada   et Citoyenneté Canada
Information disclosed under the Access to Information Act
L'information divulguée en vertu de la loi sur l'accès à l'information

Immigration, Refugees   Immigration, Réfugiés
and Citizenship Canada   et Citoyenneté Canada

Assistant Deputy Minister   Sous-ministre adjoint
Transformation and Digital Transformation et solutions
Solutions and Chief   digitales et Dirigeante
Information Officer   principale de l'information

F-1200766
PROTECTED A

MEMORANDUM TO THE DEPUTY MINISTER AND THE ASSOCIATE DEPUTY MINISTER

DEPARTMENTAL PLAN FOR SERVICE AND DIGITAL 2022-2025

FOR APPROVAL

SUMMARY

- The purpose of this memorandum is to seek your approval of Immigration, Refugees and Citizenship Canada's (IRCC) 2022-2025 Departmental Plan for Service and Digital (DPSD).

- The DPSD document, with elements completed by Finance, Information Management (IM), Information Technology (IT), Cyber Security and Service Delivery, shows IRCC alignment to themes in the *Policy on Service and Digital* and the Treasury Board Secretariat (TBS) Digital Operations Strategic Plan.

- This document is an annual mandatory TBS reporting element, due by April 1.

- We recommend you approve IRCC's DPSD by checking the 'I concur' box and signing Annex A (Section 1, Approval) by April 1 to ensure timely transmission to TBS.

BACKGROUND:

- This annual reporting task is in its second year of TBS's new approach to integrated planning requirements under the *Policy on Service and Digital*. TBS's overall objective is to improve integrated planning for these areas within and across departments, and gather this information for planning purposes, as well as Management Action Framework (MAF) assessment data points.

- TBS has changed the online IT Plan reporting tool used by departments. A new enterprise project management online reporting tool (GC EPM) is being phased in; IRCC is in the process of transitioning to this product.

Canada

PROTECTED A

CURRENT STATUS:

- The reporting document has sections in an Excel spreadsheet that provide TBS with information from most departments and agencies in a consistent manner (see Annex A). Sections are: Instructions; Approvals, Key Contacts, Service Improvement Priorities, Finance and FTEs related to IT, Application Modernization and Data Centre Decommissioning, Departmental Profiles, Departmental Provisions, Plans for Consumption Change, Cyber Plans, IM, and Accessibility. A summary of each section is provided in Annex B.

- The Operations Sector completed Section 3 – Service Improvement Priorities. IRCC's ongoing IT prioritization discussions informs this work, and initiatives approved to proceed by ExCom in December 2021 have been included.

- The timely signature of the DPSD will likely be an indicator in the next MAF cycle.

- The completeness and the quality of information in the DPSD, and the potential cross referencing of data in this document and other documents submitted to TBS, such as the IT Expenditure Report, will likely contribute to future IRCC MAF results.

CONSULTATIONS:

- Implicated work units within IRCC's Transformation and Digital Solutions Sector (TDSS), Finance, Administration, Security and Accommodations, and Operations have contributed to the completed sections of the reporting document for TBS, in consultation with numerous areas of the Department.

RECOMMENDATIONS:

- We recommend you approve the IRCC DPSD by checking the 'I concur' box and digitally signing Annex A (Section 1, Approval) by April 1.

NEXT STEPS:

- Following your approval, TDSS will submit the 2022-2025 DPSD to TBS.

PROTECTED A

- We anticipate that TBS will present regular updates across all departments on these key DPSD elements at the Chief Information Officer Council as well as the DM and ADM Committees on Service and Enterprise Planning.

<div align="right">

Rina Lorello
Assistant Deputy Minister, TDSS and
Chief Information Officer

</div>

☐ I concur   ☐ I concur

☐ I do not concur   ☐ I do not concur

Caroline Xavier   Catrina Tapley
Associate Deputy Minister   Deputy Minister

E-approved on March 31, 2022
Scott Jones
Federal Lead, Proof of Vaccine Credentials
Associate Deputy Minister

Annexes (2):
A: DPSD Data Capture
B: Summary of DPSD

Deputy Head Approval

All designated officials, as provided in requirement 4.1.3 of the Policy on Service and Digital, have collaborated to develop the integrated plan.

Rina Lorello
Name of the Departmental Chief Information Officer

Daniel Mills
Name of the Departmental Service Official

Francois Nadon
Name of Departmental Cyber Security Official

I approve the Departmental Plan for Service and Digital.

Jones, Scott
Digitally signed by Jones, Scott
Date: 2022.03.31 16:06:01 -04'00'

_____
Deputy Minister

_____
Date

Immigration, Refugees
and Citizenship Canada
Immigration, Réfugiés
et Citoyenneté Canada

Information disclosed under the Access to Information Act
L'information divulguée en vertu de la loi sur l'accès à l'information

Key contacts within the Organization

Title	Name	Email
Dept. Chief Information Officer	Rina Lorello	Rina.Lorello@cic.gc.ca
Dept. Chief Service Official	Daniel Mills	Daniel.Mills@cic.gc.cs
Dept. Chief Security Official	Sandra Minatel	Sandra.Minatel@cic.gc.ca
Dept. Chief Cyber Security Official	Francois Nadon	Francois.Nadon@cic.gc.ca
Dept. Chief Data Officer	Ümit Kiziltan	Umit.Kiziltan@cic.gc.ca
Dept. Architecture Review Board Chair	Rina Lorello	Rina.Lorello@cic.gc.ca
	Jason Choueiri	Jason.Choueiri@cic.gc.ca
Dept. Service Planning Lead	Sylvain Beauchamp	Sylvain.Beauchamp@cic.gc.ca
	Salena Brickey	Salena.Brickey@cic.gc.ca
Dept. IT Planning Lead	Liz McKeown	Liz.McKeown@cic.gc.ca
	Ryan Pascal	Ryan.Pascal@cic.gc.ca
	Kyle Woodtke	Kyle.Woodtke@cic.gc.ca
	Aneta Klebucki	Aneta.Klebucki@cic.gc.ca
Dept. Application Portfolio Management Lead	Yanick Larouche	Yanick.Larouche@cic.gc.ca
Dept. IT Expenditure Report Lead	Julie Chassé	Julie.Chasse@cic.gc.ca
	Martin Mulligan	Martin.Mulligan@cic.gc.ca
Dept. Enterprise Architect Lead	Yanick Larouche	Yanick.Larouche@cic.gc.ca
Dept. Information Management Lead	Richard Gallo	Richard.Gallo@cic.gc.ca
Dept. Data Architect Lead	Sébastien Fleurant	Sebastien.Fleurant@cic.gc.ca
Dept. Cloud CoE Lead	Yanick Larouche	Yanick.Larouche@cic.gc.ca
Dept. SSC Liaison Lead	Pamela Spirito	Pamela.Spirito@cic.gc.ca
	Francine Tremblay	Francine.Tremblay@cic.gc.ca
SSC Client Exec	Chantal Endre	Chantal.Endre@ssc-spc.gc.ca
Dept. Investment Planning Lead	Marie-Flore Baptiste	Marie-Flore.Baptiste@cic.gc.ca
	Aneta Klebucki	Aneta.Klebucki@cic.gc.ca
Dept. Planning Lead	Philip Somogyvari	Philip.Somogyvari@cic.gc.ca
	Salena Brickley	Salena.Brickey@cic.gc.ca
Dept. Accessibility Lead	Sandra Minatel	Sandra.Minatel@cic.gc.ca
	Judite Neves	Judite.Neves@cic.gc.ca
Digital Platform Modernization - Phase 3	Jason Choueiri	Jason.Choueiri@cic.gc.ca

Digital Platform Modernization - Phase 3	Blair Haddock	Blair.Haddock@cic.gc.ca

Blank Page

**For internal use only - will not be submitted to TBS	Service Improvement Initiative		**For internal use only - will not be submitted to TBS	**For internal use only - will not be submitted to TBS	Applicable Fiscal Years of Initiative	Status	Improvement Driver	Implicated Services (list all applicable services and IDs from the Service Inventory)			Applicable Online Service Client Interaction Points	GC IT Investment ID(s)*
SSD NOTES FOR DG CEB	Name	Brief Description	IRCC Branch	Branch Contact		Select applicable	Select all applicable	Service Name(s)	Notes:	Service IDs	Select all applicable	(SSC Partners Only)
	Newly Added Items for DPSD 2022-25	GCMS										
	Citizenship (CIT) Biometrics Purge	To ensure that IRCC is meeting its privacy obligations in terms of collection and retention of biometric information once a client becomes a Canadian citizen, and to ensure compliance with policy and statutory frameworks around data retention.	IRM	Chris Gregory	2021-22 FY 2022-23 FY	On Track	Privacy; Other: Charter Obligations	Multiple Services	N/A	Multiple Services	N/A	TBD
	Access to Information and Privacy (ATIP) GCMS Report Review	To reformat the ATiP report generated by GCMS to provide a more targeted response to client ATIP requests as outlined in IRCC's response to the Office of the Information Commissioner of Canada (OIC)	ICB	Chris Bry, Lacey Ann Foster	2021-22 FY 2022-23 FY	On Track	Legislation; Client Feedback; Service Standards	Access to Information; Access to Privacy Request	N/A	1514; 1516	N/A	N/A
	ePassport Next Generation (ePPT-NG)	Procure and deploy a new solution for all Canadian travel documents across the domestic and abroad passport networks,	CPPB	Kerstin Virtanen	2019-20 FY 2020-21 FY 2022-23 FY 2023-24 FY		Modernization; Digitalization	Multiple Services	N/A	Multiple Services	N/A	9829
	Refusal Letter (ATIP)	Provide clients with more clarity on the reason(s) for their TR refusal by updating the refusal letter template and adding a new label for GCMS notes.	CEB	Eric St-Laurent	2020-21 FY; 2021-22 FY; 2022-23 FY	Delayed	Client Feedback	Multiple Services	N/A	Multiple Services	Online Decision	TBD
	Atlantic Immigration Program	Launched in 2017 to support Atlantic Provinces in meeting specific labour market demands and giving businesses the ability to fill job vacancies quickly using permanent immigration programs. It was originally designed as a three-year pilot, but was later extended to a five year pilot. In December 2019, the Prime Minister instructed the Department to make the AIP a permanent program.	IPG - SPEC	Bogdan Sultana	2021-22 FY; 2022-23 FY; and ongoing	On Track	Legislation; Modernization; Digitization; Other: Transition from Pilot to Permanent	Multiple Services	Listed as a mandate commitment to spread benefits of immigration to different regions	Multiple Services	Online Account Registration and Enrolment; Online Authentication; Online Application; Online Decision; Online Issuance; Online Issue Resolution and Feedback	8075
	VAC Journey Lab (formerly VAC Application Intake Digitization Project)		IN-VAC	Amrita Jhutti								
	Immigration and Citizenship Consultants (ICC) Project	Develop and implement tools in support of changes to immigration consultants legislation, to allow new, more efficient means of detecting wrongdoing, conducting regulatory investigations, and managing the new administrative penalties component.	IPG	Laurie Pilsworth; Tammy-Lynn Romain	2020-21 FY; 2021-22 FY; 2022-23 FY; 2023-24 FY	On Track	Modernization; Digitization; Legislation; Security; Other (Program Integrity)	Multiple Services	Potential delays due to IT capacities.	Multiple Services	N/A	27672
	Multi-year Level Plan – Work Package (MYLP WP) 14 – Phase 1, Phase 2	Resettlement online service made up of: 1) UNHCR system connectivity, 2) IOM interoperability, 3) Resettlement Portal UNHCR (ProGes) system-to-system (GCMS) connectivity for REF OVS (GAR) referrals	IN; RASO	Paul Desautels; Marcie Dougherty; Sara Shahsiah	2018-19 FY; 2019-20 FY; 2020-21 FY; 2021-22 FY; 2022-23 FY; 2023-24 FY	Delayed	Digitization; Modernization; Client Feedback; Privacy; Online Service Availability	Multiple Services	N/A	Multiple Services	Online Account Registration and Enrollment; Online Application; Online Decision; Online Issuance; Online Issue Resolution and Feedback	TBD

Initiative	Description	Sector	Lead	Fiscal Year	Status	Theme	Service	Notes	Count	Online Service	ID
PR DIP - IMM Reps Portal/Access - Innovation Lab	Update the Permanent Residence (PR) Digital Intake Portal (DIP) so that immigration representatives can create an account, upload documents, digitally sign and submit an application on behalf of a client.	IPG	Promiti Wahab	2021-22 FY 2022-23 FY	On Track	Online Service Availability	Multiple Services	Rep Portal is now live with initial minimal viable product (MVP). PR-DIP is iterative and pending updates	Multiple Services	Online Account Registration and Enrolment; Online Authentication; Online Application	TBD
PR DIP – Add. Funct. (Confirmation Portal) - Innovation Lab	Develop enhancements to the Permanent Residence (PR) Digital Intake Portal (DIP) and the PR Confirmation function, so that clients and caseworkers are able to use the tools seamlessly, resulting in improved user experience and faster intake processing.	IPG	Promiti Wahab; David Leblanc	2021-22 FY 2022-23 FY	On Track	Client Feedback; Online Service Availability	Multiple Services	PR DIP is iterative and pending updates	Multiple Services	Online Account Registration and Enrolment Online Application Online Application	TBD
CSC RPA Pilot - Innovation Lab	Development of Robotic Process Automation (attended RPA) to increase efficiency in addressing non-complex and repetitive administrative tasks performed by Client Support Centre (CSC) agents.	CEB	Karine Lalancette	2021-22 FY	Completed	Emerging Technologies	Client Support Centre	Pilot project completed in November 2021	2238	Online Issue Resolution and Feedback	N/A
Dedicated Service Channel (DSC)	The Dedicated Service Channel (DSC) requires a flexible case management system for high volume stakeholder interactions to deliver on the mandate negotiated with the Atlantic provinces for the Atlantic Immigration Program (AIP).	DN	Jean-Philippe Lafond	2021-22 FY 2022-23 FY	On Track	Modernization; Client Feedback; Data	Multiple Services	The system will be named : Stakeholder Engagement Management System (SEMS). It is being built for scalability across the Department to fill the need of a Stakeholder Management system until an Enterprise level one can be implemented through DPM	Multiple Services	N/A	N/A

Previously Added Items for DPSD 2021-24		**GCMS**									
Digital Platform Modernization	The "Digital Platform Modernization" project aims to stabilize and standardize our current information technology system, and to build the foundation for a new digital platform for the Global Case Management System used all over the world by Immigration, Refugees and Citizenship Canada (IRCC), the Canada Border Services Agency and other partner agencies for managing the status of visitors, temporary residents and immigrants.	DSB	DSB - Phase 1 (Stabilize) and 2 (Standardize) (Phase 1 and 2) - Nancy Violette-Fehr, Yanick Larouche; Leina Keighan; Gary Finn ; **Modernization Sector Phase 3 (Ehance)** (Phase 3) Jason Choueiri, Alanna MacDougall, Claude Bazinet	(Phase 1) 2019-20 FY; 2020-21 FY; 2021-22 FY; (Phase 2) 2021-22 FY; 2022-23 FY; (Phase 3) 2022-23 FY 2023-24 FY 2024-25 FY 2025-26 FY	On Track	Modernization; Accessibility; Real Time Application Status; Legislation; Security; Data; Service Reviews	Multiple Services	N/A	Multiple Services	Online Account Registration and Enrolment; Online Authentication; Online Application; Online Decision; Online Issuance; Online Issue Resolution and Feedback	Phase 1: 00006400 Phase 2: 00006400 Phase 3: 00006404
Citizenship Digital Intake – eApp Citizenship Grant	Ability for Minor 5(1) and Minor 5(2) applicants as well as group applicants to utilize online Citizenship grant e-app to apply electronically and integrate the physical presence calculator in the online CIT0002 - Adult 5(1) application.	Transformation Branch / CPPB	Connie Iatauro / Kristy Cook; Corrina Clement / Shawn Riel; Sakina Masmoudi	2020-21 FY; 2021-22 FY; 2022-23 FY	Delayed	Accessibility; Online Service Availability	Citizenship Grant - Application for Citizenship under Sections 5(1), 5(2), 5(4) of the Citizenship Act	N/A	1482	Online Account Registration and Enrolment; Online Authentication; Online Application	TBD
Passport Program Modernization Initiative (PPMI)	Ability to improve efficiency, strengthen security, and increase Canadians' access to passport services.	CPPB	Corrina Clement / Shawn Riel	2021-22 FY; 2022-23 FY	On Track	Modernization	Issuance of a Regular Passport	N/A	1491	N/A	8157

Project	Description	Branch	Contact	Fiscal Year	Status	Category	Services	Implementation	Service #	Online Services	ID
Asylum Interoperability Project (AIP)	The creation of an Asylum online application and a PRRA online application with GCMS integration	RASO	Debbie Lagace; Rubi Laura-Lopez, David Schembri	2019-20 FY; 2020-21 FY; 2021-22 FY; 2022-23 FY	Delayed	Online Service Availability; Accessibility	Multiple Services	N/A	Multiple Services	Online Account Registration and Enrolment; Online Authentication; Online Application; Online Decision; Online Issuance; Online Issue Resolution and Feedback	28541
Grants and Contributions System (GCS)	Development of new GCS functionality will provide additional efficiencies and facilitate the effective management of increased funding and responsiveness to new IRCC grant and contribution programing.	SN	Tal Elharrar	2021-22 FY and ongoing	On Track	Modernization; Client Feedback	Settlement Program Transfer Payments; Resettlement Assistance Program Transfer Payments: Contributions to Service Provider Organizations	N/A	2132; 1466	Online Account Registration and Enrolment; Online Authentication; Online Application; Online Decision; Online Issuance; Online Issue Resolution and Feedback	8161
Create Rapid Response Operations Centre (RROC) Office	Add RROC office to all current and future immigration applications and create a tool to add secondary offices in bulk.	OPPB		2021-22 FY; 2022-23 FY	On Track	Modernization; Digitalization	Multiple Services	Partially implemented for R26	Multiple Services	N/A	N/A
Resettlement Assistance Program (RAP)-Income Support	Complete intake for and schedule for release all requests deemed to be critical for the effective functioning of the RAP-IS module.	SN	Tal Elharrar	2022-23 FY; 2023-24 FY	On Track	Accessibility	Resettlement Assistance Program Transfer Payments: Income Support to Refugees in Canada	N/A	1470	Online Issuance	28563
Interim Federal Health Program - Claims Administration Modernization Project (IFHP-CAMP)	Procure a new service provider and modernize IFHP claims administration business processes to deliver enhanced services for providers and beneficiaries.	MHB	Phil Dussault	2021-22 FY	On Track	Modernization; Online Service Availability Service Standards	Interim Federal Health: Reimbursements to Health Care Professionals; Provision of Interim Federal Health Program coverage to eligible beneficiaries	N/A	1471; 1480	Online Authentication	27674
Electronic Citizenship Certificate	Ability to digitize the Citizenship Certificate so that it can be issued in an electronic format. Ability to review and adjust workflow for a dual paper and digital citenship certificate processing.	CPPB	Corrina Clement, Myriam Lamb	2021-22 FY; 2022-23 FY; 2023-24 FY	Delayed	Modernization; Emerging Technologies; Online Service Availability	Citizenship Grant - Application for Citizenship under Sections 5(1), 5(2), 5(4) of the Citizenship Act; Proof of Citizenship	E-certificates initiative to be shifted to a phased implementation with pilot projects for both citizenship grants and citizenship proofs. Includes a GCMS and non-GCMS components to this project. Interdependencies: Connectivity to the IRCC validation portal, grants & proofs e-apps and the 2D barcode grants application form. CRs submitted and awaiting approval/prioritization.	1482; 1488	Online Issuance	TBD
Previously Added Items for DPSD 2021-24	Non-GCMS										

Name	Description	Sector	Lead	Fiscal Year	Status	Category	Services	Notes	Services	Online Channels	Volume
iCare Modernization	iCARE must be modernized in order to make it ready to be integrated into IRCC's DPM efforts and to take advantage of current industry standards.	CDO	Chantal Goyette	2021-22 FY; 2022-23 FY; 2023-24 FY	On Track	Modernization	Multiple Services	N/A	Multiple Services	Online Authentication; Online Application; Online Decision; Online Issue Resolution ad Feedback	TBD
Client Facing Scheduling Service (CFSS)	Ability for clients to self-schedule appointments, to reduce client influx in local DN offices and to follow health and safety protocols.	DN	Funda Taysi; Elisha Kapell- Seguin	2021-22 FY; 2022-23 FY; and ongoing	On Track	Client Feedback; Online Service Availability; COVID-19; Modernization	Multiple Services	N/A	Multiple Services	Online Authentication; Online Application; Online Decision; Online Issue Resolution and Feedback	TBD
CDOB Server Infrastructure Prioritization	The CDOB server environment needs to be upgraded to be compliant with Microsoft SQL Server and to ensure CDOB business continuity for data management and reporting. CDOB servers do not have the appropriate server space and speed to support the increased volume and complexity of data. CDOB needs an upgraded and compliant centralized facility to create, store, and deliver report to unlock the full value of IRCC data.	CDO	Chantal Goyette	2021-22 FY	On Track	Other: Server Upgrades	Multiple Services	N/A	Multiple Services	N/A	TBD
Internet Bandwidth Increase	The current bandwidth is not large enough to support upcoming cloud initiatives and business requirements such as social media and MS Teams. In 2020 SSC did an analysis of our bandwidth and concluded that we needed a min of 3GBPS to support our business. In order to expand our bandwidth to 3GBps, we need to upgrade our aging technology with new equipement.	ITOps	Pamela Spirito	N/A	N/A	N/A	N/A	This item has been removed from Section III of DPSD as it is already captured in Tab V by ITOps	N/A	N/A	N/A
GeoSpatial Tech	Ability to implement an Enterprise Geographic Information System to enable advanced geospatial capabilities across the organization.	OPPB		2021-22 FY	Delayed	Modernization	Multiple Services	Currently in the Ops sector prioritization list	Multiple Services	N/A	TBD
ATIP Case Management Software	Current ATIP Case management software is antiquated and cannot sustain the volume of requests anymore. ... This will be achieved by taking advantage of advances in technology to automate manual processes and promoting a more streamlined and efficient ATIP processes	ICB	Dan Borbey; Audrey White	2021-22 FY; 2022-23 FY	On Track	Legislation; Service Standards; Modernization	Access to Information; Access to Privacy Request	N/A	1514; 1516	Online Application; Online Issuance	28562
Core Switch Replacement/JETS Stabilization	Network stability is necessary to ensure the GCMS-DR delivery to the SSC Enterprise Data Center. GCMS outages caused by network technical debt will decrease immensely.	ITOps	Pamela Spirito	N/A	N/A	N/A	N/A	This item has been removed from Section III of DPSD as it is already captured in Tab V by ITOps	N/A	N/A	N/A

Item	Description										
Remedy Instance Upgrade	IRCC's Remedy Instance is in a limited support window. A software upgrade is required to ensure continued sustainability of the system. IRCC needs to retain the ability to log, track and monitor service requests, production incidents, IT assets, IT changes and releases.	ITOps	Deborah Ingraham	N/A	N/A	N/A	N/A	This item has been removed from Section III of DPSD as it is already captured in Tab V by ITOps	N/A	N/A	N/A
Client Support Centre (CSC) Improvements	Modernization of client support webform, and a new email management system for the CSC (eGem).	CEB	Josée Beauregard	2019-20 FY; 2020-21 FY; 2022-23 FY	On Track	Modernization; Client Feedback; Accessibility; Other: Volume Reduction	Client Support Centre	Items previously identified as non-IT related.	2238	Online Issue Resolution and Feedback	N/A
Previous Items Added in 2021-24	**Non-IT-related Items**										
Eliminating 2nd Immigration Medical Examination (IME)	Remove the system requirement for a valid medical for In-Canada protected persons when applying for PR for those who are deemed eligible under the new Temporary Public Policy	MHB	N/A	2021-22 FY; and ongoing	N/A	N/A	N/A	This item was misidentified in the 2021-24 DPSD as an initiative.	N/A	N/A	N/A
Multi-year Service Standards Review Plan	The Department's service standards are commitments to a specific level of service that clients can expect to receive under normal circumstances. Our service standards reviews are based on an assessment of our business and what we aim to achieve.	CEB	Robert Canough	2021-22 FY	Delayed	Service Standards	Multiple Services	N/A	Multiple Services	N/A	N/A
To Be Deleted: Not to be shared with TBS.	**Items REMOVED from DPSD**	**Recommended for removal as per business owner's request**									
		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		IB	Ian Gillespie	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Recommended for non-inclusion privacy concerns re: initiative and impacts of service		IRM	Benoit Lacombe	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Recommended for non-inclusion as per ITOps request.	**GCDOCs Corporate Instance Upgrade**	A software upgrade of the Corporate Instance of GCDOCS is needed to ensure continued sustainability of the IRCC's corporate document management systems. IRCC needs to retain the ability to store and manage corporate documents	ITOPs	Deborah Ingraham	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Recommended for non-inclusion as per ITOps request.	**Upgrade IRCC's Azure DevOps (ADO) Server instance from 2019 to 2020**	Upgrade is required as part of the effort to get out of the JETS data centre. It supports the business needs of groups responsible for implementing and deploying	ITOPs	Deborah Ingraham	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Recommended for non-inclusion as per SPPB's request	**Facilitative Measures for Express Entry Candidates Facing COVID-19-Related Barriers**	To facilitate Express Entry candidates whose studies at Canadian institutions between March 2020 and August 2022 were impacted by COVID-19-related measures in meeting the eligibility criteria for Canadian Educational Credential points.	SPPB	Jonathan Joshi-Koop	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

s.21(1)(b)
s.21(1)(d)

Immigration, Refugees and Citizenship Canada

Immigration, Réfugiés et Citoyenneté Canada

Information disclosed under the Access to Information Act

Information divulguée en vertu de la loi sur l'accès à l'information

IT Financial Resources (Planned IT Expenditures – dollars)

	Forecasts 2021-22	Category	Planned Expenditures		
			2022-23	2023-24	2024-25
Department/Agency	$4,142,440,590	OPEX	$1,539,424,462		
		CAPEX	$30,355,221		
		Other (incl. PPT exp only)	$2,711,879,462		
		Sub-Total added by RM	$4,281,659,144		
Information Technology	$216,382,124	OPEX	$106,699,911		
		CAPEX	$21,491,511		
		Other (incl. PPT)	$68,816,309		
		Sub-Total added by RM	$197,007,730		
Information Technology within CIO Organization	$177,528,711	OPEX	$100,061,827		
		CAPEX	$10,678,923		
		Other (incl. PPT)	$62,808,280		
		Sub-Total added by RM	$173,549,030		

IT Expenditures are in a downward trend for the next three years mainly due to fluctuations in the funding profile for Budget 2021 announcement to Proceed with Building Canada's Modern, Digital, and Data-Driven Migration System; and to the sunset of funding for stabilizing IRCC's Global Case Management System to set the foundation for future transformation.

IT Human Resources (Full-time Equivalents)

	Forecasts 2021-22	Planned Human Resources		
		2022-23	2023-24	2024-25
Department/Agency	9,216.08	9,279.22		
Information Technology	667.02	794.35		

Information Technology within CIO Organization	609.57	588.15		

Similar to expenditures, IT FTEs are also in a downward trend for the next three years mainly due to fluctuations in the funding profile for Budget 2021 announcement to Proceed with Building Canada's Modern, Digital, and Data-Driven Migration System; and to the sunset of funding for stabilizing IRCC's Global Case Management System to set the foundation for future transformation.

Sustainability Plan for Applications

GC Investment ID*	Investment Name	APM App ID**	Application Name	Report on Investment Progress to date	Relationship
[GC Investment ID from Legacy TBS Clarity or EPM]	[Investment Name]	[GC Application ID]	[App Name]	[Investment progress to date and brief outline on how the investment will achieving the Target Aging IT Health score and outcomes.]	[Identify how the Invesment is related to the Application]
8163	TDSS Application Maintenance - Mission Critical	IRCC-Access Manager/	Access Manager	**DPM Phase 1 - Cloud Disposition Assessment** As part of DPM Phase 1, IRCC conducted a cloud application disposition assessment with the business and technical owner as well as a cloud migration wave planning. The results of this **assessment** was **Refactor**. The **migration** of this application is part of **Group 4 (Pursue Later) which initiates mid Q1 FY 23-24.** **Note:** IRCC has not allocated budget for the refactoring of this application to migrate it to the cloud.	Supports
8163	TDSS Application Maintenance - Mission Critical	APP-04962	Alpha	**DPM Phase 1 - Cloud Disposition Assessment** As part of DPM Phase 1, IRCC conducted a cloud application disposition assessment with the business and technical owner as well as a cloud migration wave planning. The results of this **assessment** was **Retire**. This application is part of the **Retirement Wave** that is planned to run from **Q2 FY 22-23 until Q4 FY 23-24** **Note:** IRCC has not allocated budget for retiring and decommission of this application	Supports
8163	TDSS Application Maintenance - Mission Critical	IRCC-WebCART	Computer Assisted Reference Tool (Call Centre)	**DPM Phase 1 - Cloud Disposition Assessment** As part of DPM Phase 1, IRCC conducted a cloud application disposition assessment with the business and technical owner as well as a cloud migration wave planning. The results of this **assessment** was **Rehost in the EDC**. This appliaction is part of the **Wave 2**, which is planned to run from **Q4 FY 21-22 to Q1 FY 22-23** **Note:** IRCC has not allocated budget for the rehosting of this application	Supports

8163	TDSS Application Maintenance - Mission Critical	IRCC-DMP - Dicom 42	Digital X-ray Mgmt System	**Background:** This is part of the current Panel Physician systems. The purpose of the tool is to provide a desktop based means for updating physician information. In the past, it had been used to view digital x-rays stored on GCdocs but this capability had been removed from the desktop tool and had been replaced by a DICOM[1] viewer; Currently it is using the data that gets displayed on the Panel Physician website. **Path to Decommission/Rehost at EDC:** A new system was developed and released in R26 to have the data source switched to GCMS (and pushed to Panel Physician db). This was to allow for the decommissioning of the desktop application; however, there were some issues with the data set that was being pushed from GCMS and the client decided that they would scrap this initiative in favour of some new solution (still TBD). With this decision, we will need to continue to support this desktop application. The rest of the system consists of 3 intranet websites for Add/Update/Delete; public Panel Physician website hosted at JETS with the other EISU apps and database. **The plan is to rehost the Panel Physician at EDC. This will involve some effort to ensure proper installation instructions and some testing.**	

8163	TDSS Application Maintenance - Mission Critical	APP-00018	Enhanced Drivers Licence SFTP Windows Service	**Background:** Started in 2009, CIC/IRCC has assisted provinces in managing the risks associated with the implementation and delivery of the Enhanced Driver's Licence (EDL). Specifically, CIC/IRCC implemented a quality assurance (QA) process (aka Program Integrity exercise) to monitor the quality of Provincial decision-making to ensure that EDLs are issued to Canadian Citizens only. **Path to Decommission:** These Windows Services were developed as part of this system. There has been no activity with this system since it was transferred to us with the rest of EISU. The plan is to complete the decommissioning activities but will require support from Management to move this along.	
8163	TDSS Application Maintenance - Mission Critical	IRCC-ARS	Remedy Action Request System	**DPM Phase 1 Assessment** As part of DPM Phase 1, IRCC conducted a cloud application disposition assessment with the business and technical owner as well as a cloud migration wave planning. The results of this **assessment** was **Rehost in the EDC**. This application is **in-flight** to be rehosted in an EDC	Supports
8163	TDSS Application Maintenance - Mission Critical	IRCC-PPTC-0016	SAS - Cost and Profitability Management	SAS is used for the IRCC Cost Management exercises. IRCC will need to conduct a cloud application disposition assessment with the business and technical owner as well as a cloud migration wave planning. The results of this assessment will identify where to re-host SAS (EDC or Cloud). **Note:** IRCC has not allocated budget to re-host this appliaction	Supports

plicable to SSC Partners only

able to Departments in APM only

Workload Migration Plans

Datacentre	Datacentre Decommission Year and Quarter	Migration Status
[Identify the Datacentre]	[Year and Quarter the datacentre will be decommissioned]	[Briefly describe the migration status (on target, slipping or at risk), the scope of the migration, the overall estimated costs, and timelines for completion. Identify any impeding barriers to success.]
JETS	2026 Q4	**Milestones/Achievements** Core of GCMS production and staging environment have been migrated to EDC (Barrie) . Disaster Recovery site stood up in Gatineau Application Migration Factory has been defined and notional application wave planning completed as part DPM Phase 1. **Risks** Dev and Test environments of GCMS are still in legacy DC. Other Corporate applications (GCdocs, Enterprise Data Warehouse, SAP, Biometrics (CIBIDS), IRCC Internet, Government of Canada Secure Remote Access, etc.) situated in the legacy JETS DC. IRCC has no funding for the Application Migration Factory to migrate applications from JETS to the cloud, in EDC or into retirement. The estimated cost of migrating and/or retiring the applications is ~$90M with a rough order magnitude (ROM). There are ~185 applications in the JETS DC **Notes:** IRCC can extend the lease for JETS until 2030 Q4. 2026 Q4 reflects the date that the equipment expires for the backbone and would require a refresh.

resses in your submission, the document is Unclassified ***

Immigration, Refugees
and Citizenship Canada

Immigration, Réfugiés
et Citoyenneté Canada

Information disclosed under the Access to Information Act
L'information divulguée en vertu de la loi sur l'accès à l'information

Departmental Count	Profiles	Options	
GC User Profiles Counts		
	Applies to all users	5,500	users are not assigned a cellular device or cellular plan
		175	users require access to GC Secret Network
9516	GC Office User		N/A
372	Remote/Field User	0	Remote/Field users will receive rugged laptops
		0	Remote/Field users require a high data plan
		0	Remote/Field users are assigned additional digital identities or third party credentials.
564	Call Centre User		N/A
400	High-security User	400	High-Security Users require desktops, due to security restrictions.
		0	High-Security Users have restricted use camera, microphone, and Wi-Fi.
		0	High-Security Users have restricted SRA access.
0	Policing/Enforcement/Intelligence User	0	Policing/Enforcement/Intelligence Users will receive rugged laptops.
		0	Policing/Enforcement/Intelligence Users require high data plan
0	Scientist / Lab User	0	Scientist/Lab Users require high-performance laptops.
100	Data Scientist / Analyst	100	Data Scientist/Analysts require high-performance laptops.
756	Software Developer / Power User / Graphics Designer	100	Software Developer/Power Users/Graphics Designers require high-performance laptops.
432	International User	0	International Users require additional long-distance features.
		0	International Users are assigned additional digital identities or third party credentials.
12140	TOTAL USER PROFILE COUNT		
Profile Counts		

13126	Generic Workpoints (with Wi-Fi Networking)		**N/A**
720	Fixed-Line Workpoints	550	Fixed-Line workpoints require fixed Telephony.
540	High-Security Workpoints	45	High-Security workpoints require fixed Telephony.
14	High-Bandwidth Workpoints		**N/A**
0	Small Workspace (small work area with zero or one monitor)		**N/A**
0	Phone Booth (small area with fixed telephony connection)		**N/A**
14400	**TOTAL WORKPOINT PROFILE COUNT**		

Dept User Total:	12140
Dept Workpoint Total:	14400
Total Number of FTE	11000

Entitlements

SSC Service	Planned Demand Type	Provision	
Collaboration Services	Total Collaboration	13200	
	Microsoft O365 E5 licences	30	
	Microsoft Office 365 - Number of Active Users	13200	
	Non MS Teams certified VC endpoints	150	
	Active Legacy Audio/Video/Web Conferencing Account Plans	2500	
Telephony Services	Fixed Line Plans (Centrex and VOIP phones)	1320	
	Mobile Plans	2200	
	VoIP Plans (Soft Phone)	13200	
	PBX	n/a	
	Total Telephony Plans	13200	
Email Services	Total Number of Personal Email Inboxes on O365	13200	
Cloud brokering	Expenditures to be spent on cloud contracts through the SSC cloud brokering service – not including brokerage fees	n/a	
GC Secret infrastructure	GCSI Accounts	175	Active accounts reduced due to COVID
	GCSI Terminals	252	Issued/On line

Blank Page

s.2(1)(b)   Immigration, Refugees   Immigration, Réfugiés
s.16(2)(c)   and Citizenship Canada   et Citoyenneté Canada
Information disclosed under the Access to Information Act
L'information divulguée en vertu de la loi sur l'accès à l'information
s.21(1)(b)

Departmental Plans for Consumption Change

SSC Service	Planned Demand Type	GC Investment ID(s)*	Investment Name(s)	Planned Demand Units (Service Demand)			3 year target	Progress Towards Goal
				2022-2023	2023-2024	2024-2025		
Collaboration Services	Microsoft O365 E5 licences	No ID based on TBS wanting only Corp business Apps registered in Clarity	N/A	6000	1600	1760	30	IRCC is expected to hire 4K net new FTE's in 2022-23 and IRCC may need to increase the E5 procurement above the 6,000 anticipated to accommodate this net new increase.
	Microsoft Office 365 - Number of Active Users	No ID based on TBS wanting only Corp business Apps registered in Clarity	N/A	4000	2000	2000	at least 13200	
	Non MS Teams certified VC endpoints	No ID based on TBS wanting only Corp business Apps registered in Clarity	N/A	50	0	-50	150	150 estimated and IRCC plans for all new installations to be MS Teams certified with a gradual phased out of uncertified devices. IRCC is planning complete implementation of CVI for MS Teams in March 2022.
	Active Legacy Audio/Video/Web Conferencing Account Plans	No ID based on TBS wanting only Corp business Apps registered in Clarity	N/A	600	-1500	-1400	2500	IRCC currently has 2,425 WebEx accounts in use and the department is expecting to grow 30/10/10% over the next 3 years. Growth is planned for next fiscal with a phased out approach of WebEx usage over the 2023-24 and 2024-24 with the migration of WebEx services to MS Teams.
Telephony Services	Fixed Line Plans (Centrex and VOIP phones)	28897 TDSS: SSC – Communicating	TDSS: SSC Cut the Cord	-5000	-6000	-1930	at most 1320	IRCC currently has **16330** fixed lines which includes both Centrex and VoIP services. IRCC is currently implementing Phase 1 of the Fixed Line Reduction project. IRCC is planning to reduce Centrex & VoIP fixed lines by 5000 (2022-23), 6000 (2023-24) and 1930 (2024-25) respectively. Residual count of remaining fixed lines at IRCC is expected to be 3400. Phase 1 (Centrex) of the FLR project is expected to be completed in Q1 of FY 2022.
	VoIP Plans (Soft Phone)	28897 TDSS: SSC – Communicating	TDSS: SSC Cut the Cord	1900	950	950	13200	IRCC is looking to implement MS Teams PSTN soft phone to support Cut the Cord initiative and progresses in reducing Centrex and VoIP fixed lines. IRCC is estimating a total target to be approximately 3,800 over FY 2022 to 2025.
	PBX	N/A	N/A	0	0	0	n/a	
	Mobile Plans	27669	TDSS: Enterprise Mobile Device Management	9000	2000	2000	at most 2200	IRCC currently has 7,000~ mobile plans in service. To provision a device to the remaining employees and to meet the FTE growth of 4,000 FTE's in 2022-23, IRCC is expecting to need 9,000 additional devicces to meet the demand. In addition to meeting departmental growth needs and to support Cut the Cord activities, IRCC is planning to increase mobile plans by 9,000 in 2022-23.

Email Services	Individual accounts - Office 365	28897	TDSS: SSC – Communicating	1000	14000	6780	at most 13200	
	Individual accounts - YES	N/A	N/A	0	0	0	0	IRCC has no YES accounts
	Individual accounts - Legacy	28537	TDSS: Passport - Medium term Email Enhancement Project (MEEP)	5600	-12600	-6000	0	IRCC completed the upgrade and deployment of Microsoft Office 2016 across the department in February 2022. In 2022-23 IRCC is upgrading its Exchange environment from 2013 to 2016 and migrating users. The project is expected to completed by the end of the calendar year. In prepartion of the M365 project, IRCC has implemented the M365 GC security guardrails. IRCC is a Wave 3 partner department for M365 onboarding and IRCC held initial data gathering sessions with SSC in January 2022. Once the assessments have been completed, IRCC and SSC will establish the M365 schedule for onboarding IRCC. In parallel, IRCC is looking to implement 2FA as part of the requirements for full federation and onboarding for M365. Completion of M365 onboarding and email migration is expected to be completed by fiscal 2025-26.
Cloud brokering	Expenditures to be spent on cloud contracts through the SSC cloud brokering service – not including brokerage fees	33738	Cloud Services	4,000,000	4,800,000	9,600,000	n/a	Next year we will spend $4M + 20% each year and this will jump when JETS is decommissioned and a large % of the applications are migrated to the cloud (+80M). Please note that the numbers DO NOT INCLUDE the 10% SSC Cloud Brokering fees. Credits : This year we bought 5.7M in Credits with AWS, Azure and Salesforce this year 2021-2022 – including 10% SSC Cloud Brokering fees.
GC Secret infrastructure	GCSI Accounts	8172	TDSS: GCSI - Government of Canada Secret Infrastructure	105	46	50	n/a	350 GCSI accounts have been assigned to users required to process, generate and store classified information up to and including Secret. The plan for 2022-23 is to assign an additional 105 accounts to bring the total up to 455.
	GCSI Terminals	8172	TDSS: GCSI - Government of Canada Secret Infrastructure	75	33	36	n/a	250 GCSI terminals are currently installed across the country. The plan for 2022-23 is to complete installations at the two remaining locations in Gatineau, Tremblay and Colonnade as well as provide additional terminals in existing locations bringing the total number of terminals up to 358.

**Definition of the metrics
can be found here:** https://gccollab.ca/file/download/6624356

* Applicable to SSC Partners only

Departmental Cyber Security Management

Cyber Security Maturity		Value	Rationale	If applicable, identify the ID of the Investment(s) from TBS Clarity or EPM used to support the Cyber Security Improvement	Resources	Reference
Cyber security maturity score		2.4		[ID of the Investment(s) from TBS Clarity or EPM used to support the Cyber Security Improvement]	Cyber Security Maturity Self-Assessment Tool	Directive on Service and Digital, Section 4.4.4.1
Cyber Security Event Management Planning						
A departmental Cyber Security Event Management Plan (CSEMP) has been established with clear roles and responsibilities.		No	In Progress / development	[ID of the Investment(s) from TBS Clarity or EPM used to support the Cyber Security Improvement]		Directive on Service and Digital, Section 4.4.4.2
The department CSEMP is tested at regular intervals (i.e. at least once every year).		No	Pending Approval of the CSEMP	[ID of the Investment(s) from TBS Clarity or EPM used to support the Cyber Security Improvement]	Departmental CSEMP Template	Directive on Service and Digital, Section 4.4.4.2
A Departmental Patch Management Plan has been approved, including emergency patch management procedures.		No	We have an informal process leveraging, pending CSEMP development.	[ID of the Investment(s) from TBS Clarity or EPM used to support the Cyber Security Improvement]	Patch Management Guidance	Directive on Service and Digital, Section 4.4.4.3
A Privacy Breach Protocol has been developed and approved.		No	We have an informal process leveraging, pending CSEMP development.	[ID of the Investment(s) from TBS Clarity or EPM used to support the Cyber Security Improvement]	Privacy Breach Toolkit	Directive on Service and Digital, Section 4.4.4.4
Secure Baseline Configurations						
All endpoint and portable devices are protected through the use of appropriate encryption safeguards, including full-disk encryption.		Yes	[If no, please provide rationale]	[ID of the Investment(s) from TBS Clarity or EPM used to support the Cyber Security Improvement]		Appendix G: Standard on Enterprise IT Service Common Configurations - Portable Data Storage Requirements
Endpoints are protected against both known and unknown malicious activity with appropriate host-based protections.	On-device reputational site-filtering and malware detection software	Yes	[If no, please provide rationale]	[ID of the Investment(s) from TBS Clarity or EPM used to support the Cyber Security Improvement]		Appendix G: Standard on Enterprise IT Service Common Configurations - Endpoint Management Configuration Requirements
	A host firewall to limit both inbound and outbound network connections.	No	Network firewall filltering is achieved over VPN connectivity.	[ID of the Investment(s) from TBS Clarity or EPM used to support the Cyber Security Improvement]		
	Cyber defense security services that detect and respond to anomalous behaviour such as those offered through CCCS host-based sensors	Yes	[If no, please provide rationale]	[ID of the Investment(s) from TBS Clarity or EPM used to support the Cyber Security Improvement]		
Endpoints implement standard operating environment baselines.	Windows 10 Baseline Configuration	Yes	[If no, please provide rationale]	[ID of the Investment(s) from TBS Clarity or EPM used to support the Cyber Security Improvement]	Direction on Windows 10 Desktop Operating System Migration and Configuration : IT Policy Implementation Notice (ITPIN)	Appendix G: Standard on Enterprise IT Service Common Configurations - Endpoint Management Configuration Requirements
	SSC Server Baseline Configuration	No	SSC Responsibility	[ID of the Investment(s) from TBS Clarity or EPM used to support the Cyber Security Improvement]		
Endpoints are managed using centralized endpoint management solutions.		Yes	[If no, please provide rationale]	[ID of the Investment(s) from TBS Clarity or EPM used to support the Cyber Security Improvement]		Appendix G: Standard on Enterprise IT Service Common Configurations - Endpoint Management Configuration Requirements
Traffic to/from the internet must flow through the GC approved pathways to the internet, rather than via a direct connection to the internet, in order to leverage the Canadian Centre for Cyber Security's (CCCS) Cyber Defences.		Yes	[If no, please provide rationale]	[ID of the Investment(s) from TBS Clarity or EPM used to support the Cyber Security Improvement]		Appendix G: Standard on Enterprise IT Service Common Configurations - Endpoint Management Configuration Requirements
Direct internet access is not made available outside of the GC's managed internet gateways (e.g., additional access points are established).		Yes	[If no, please provide rationale]	[ID of the Investment(s) from TBS Clarity or EPM used to support the Cyber Security Improvement]		Appendix G: Standard on Enterprise IT Service Common Configurations - Endpoint Management Configuration Requirements
Event logs are forwarded to a centralized security event and information log system.	Endpoints	No	SIEM Project plan is under development	[ID of the Investment(s) from TBS Clarity or EPM used to support the Cyber Security Improvement]	GC Event Logging Guidance	Appendix G: Standard on Enterprise IT Service Common Configurations - Endpoint Management Configuration Requirements
	Applications	No	Cloud based SIEM pilot planning is currently under development.	[ID of the Investment(s) from TBS Clarity or EPM used to support the Cyber Security Improvement]		Appendix G: Standard on Enterprise IT Service Common Configurations - Remote Access Configuration Requirements

	Non-SSC managed Servers	No	Cloud based SIEM pilot planning is currently under development.	[ID of the Investment(s) from TBS Clarity or EPM used to support the Cyber Security Improvement]		Appendix G: Standard on Enterprise IT Service Common Configurations - GC Cloud Guardrails
Authentication requirements are identified for the delivery of programs and services.		Yes	[If no, please provide rationale]	[ID of the Investment(s) from TBS Clarity or EPM used to support the Cyber Security Improvement]	Assurance Level Assessment Tool	Directive on Identity Management
Enterprise authentication services are leveraged.	External Credential Management Services (e.g. GCKey, Credential Broker Services, Sign-in Canada Broker Platform)	Yes	[If no, please provide rationale]	[ID of the Investment(s) from TBS Clarity or EPM used to support the Cyber Security Improvement]		Appendix G: Standard on Enterprise IT Service Common Configurations - Account Management Configuration Requirements
	Internal Credential Management Services (e.g. Gcpass, DCAM)	Yes	[If no, please provide rationale]	[ID of the Investment(s) from TBS Clarity or EPM used to support the Cyber Security Improvement]		
Multi-Factor Authentication (MFA) is implemented.	-	-	-	-	-	Appendix G: Standard on Enterprise IT Service Common Configurations - Account Management Configuration Requirements
	All privileged users performing privileged actions	No	This is currently being done only in the Cloud based services.	[ID of the Investment(s) from TBS Clarity or EPM used to support the Cyber Security Improvement]		
	All users of remote access solutions	Yes	[If no, please provide rationale]	[ID of the Investment(s) from TBS Clarity or EPM used to support the Cyber Security Improvement]		
	All users accessing information systems with an Assurance Level of 3 or higher	No	Credential assurance assessment does not currently support this requirement on IRCC endpoints (standard users).	[ID of the Investment(s) from TBS Clarity or EPM used to support the Cyber Security Improvement]		
The departmental password policy aligns with the recommendations from the GC Password Guidance, including establishing a no password expiry configuration.		No	Where single sign on is leveraged at IRCC, a full impact assessment is required.	[ID of the Investment(s) from TBS Clarity or EPM used to support the Cyber Security Improvement]	GC Password Guidance	Appendix G: Standard on Enterprise IT Service Common Configurations - Account Management Configuration Requirements
Secure remote access services are implemented and configured.	Centrally managed remote access services such as those available from SSC are leveraged.	No	IRCC endpoints do utilize SSC VPN services. PPT endpoints connect through secure VPN services with MFA managed by PPT.	[ID of the Investment(s) from TBS Clarity or EPM used to support the Cyber Security Improvement]		Appendix G: Standard on Enterprise IT Service Common Configurations - Remote Access Configuration Requirements
	All traffic is encapsulated from managed endpoint devices through forced remote access configurations.	No	IRCC endpoints do utilize SSC VPN services. PPT endpoints connect through secure VPN services with MFA managed by PPT.	[ID of the Investment(s) from TBS Clarity or EPM used to support the Cyber Security Improvement]		
All websites and web services are configured to provide service only through a secure connection.	Publicly-accessible websites	90.00%	[If not implemented, please provide rationale]	[ID of the Investment(s) from TBS Clarity or EPM used to support the Cyber Security Improvement]	https://tracker.canada.ca/	Appendix G: Standard on Enterprise IT Service Common Configurations - Web sites and services hardening
	Internal Departmental Production websites	No	Review is under way	[ID of the Investment(s) from TBS Clarity or EPM used to support the Cyber Security Improvement]		
Email domains are protected.		[Score from Tracker as %]	SSC Responsibility	[ID of the Investment(s) from TBS Clarity or EPM used to support the Cyber Security Improvement]	https://tracker.canada.ca/	Appendix G: Standard on Enterprise IT Service Common Configurations - Email Management Configuration Requirements
All domains and sub-domains owned by the GC are reported to the central domain registry service, including up-to-date business and technical contact information.		[Yes/No]	SSC Responsibility	[ID of the Investment(s) from TBS Clarity or EPM used to support the Cyber Security Improvement]	https://tracker.canada.ca/	Appendix G: Standard on Enterprise IT Service Common Configurations - Domain Name System (DNS) Services Management Configuration Requirements
GC Enterprise DNS Resolvers are leveraged.		[Yes/No]	SSC Responsibility	[ID of the Investment(s) from TBS Clarity or EPM used to support the Cyber Security Improvement]		Appendix G: Standard on Enterprise IT Service Common Configurations - Domain Name System (DNS) Services Management Configuration Requirements
Back-ups are stored in an encrypted state and access is restricted to only those who must access them for testing or restoration activities.		[Yes/No]	SSC Responsibility	[ID of the Investment(s) from TBS Clarity or EPM used to support the Cyber Security Improvement]		Appendix G: Standard on Enterprise IT Service Common Configurations - System Management Configuration Requirements

Restoration from backups is tested at regular intervals (i.e. at least once every year) and the restoration test achieved the defined recovery time objective (RTO) and recovery point objective (RPO).	[Yes/No]	SSC lead responsibility with departments.	[ID of the Investment(s) from TBS Clarity or EPM used to support the Cyber Security Improvement]		Appendix G: Standard on Enterprise IT Service Common Configurations - System Management Configuration Requirements

Immigration, Refugees and Citizenship Canada Immigration, Réfugiés et Citoyenneté Canada
Information disclosed under the Access to Information Act
L'information divulguée en vertu de la loi sur l'accès à l'information

Accountability for the Governance and Management of Information and Data

Capability	DOSP Priority	DOSP Action	Aligned Information/Data Management Measure(s)	Yes/No	Comments	If Applicable, Identify Any New Roles Added in Section II That Support The Aligned Information/Data Management Measure(s)	If Applicable, List Specific Investment IDs That Will Either Attain Compliance, or Maintain It
Integrated governance	3.2 Plan and govern for the sustainable and integrated management of digital services, information, data, IT, and cyber security	3.2.2. Providing decision-makers with horizontal visibility for the integrated management of services, IT, information, data and cyber security	Does the institution plan and govern for the sustainable and integrated management of service, information, data, IT and cybersecurity?	Yes			
	3.1 Manage and use data and information as strategic assets	3.1.1 Establishing governance, roles and responsibilities for strategic management of government data and information assets	Does your institution have clearly defined individual and committee roles, responsibilities, and accountabilities in place for information and data management?	Yes			
			Do any of the individual or committee roles, responsibilities, and accountabilities in place for information and data management support government-wide information and data governance?	Yes	Chief Information Officer participates in GC CIO Council

Chief Information Officer participates in ADM Service and Enterprise Priorities (ADM SEP) Committee

Chief Data Officer participates in Departmental Data Leads | Chief Information Officer participates in GC CIO Council

Chief Information Officer participates in ADM Service and Enterprise Priorities (ADM SEP) Committee

Chief Data Officer participates in Departmental Data Leads | |
Information and data discovery, access, sharing and reuse	2.2 Maximize public value of data and information	2.2.1 Defining and using enterprise standards for data accessibility, exchange and reuse while protecting privacy and personal information	Does the institution have a standardized metadata scheme (taxonomy/classification scheme/vocabulary)?	Yes	IRCC makes use of standardized metadata schemes - both ones specific to IRCC and those from external sources.		
	3.1 Manage and use data and information as strategic assets	3.1.2. Building and using a common data reference model and an inventory of government data assets	Does the institution ensure the automatic application of metadata within its systems?	Yes			
			Does your institution have an inventory of information and data assets that could be used to inform the establishment of an inventory of government-wide information and data assets?	No	IRCC has inventories of some information and data assets but not a single comprehensive inventory that covers all assets in the organization. Work in 2022-23 includes inventorying data across all systems as well as the information holdings within those systems.		

Retention and disposition of information and data	2.2 Maximize public value of data and information	2.2.1 Defining and using enterprise standards for data accessibility, exchange and reuse while protecting privacy and personal information	Are the institution's systems enabled to consistently manage the retention and disposition of information and data in a controlled, systematic and auditable way?	No	Retention and disposition functions outside standard EDRM systems were not considerations when most IRCC systems were procured or developed. GCdocs is the only system in production with built-in functionality to manage the retention and disposition of information.

Link to published Accessibility Plan (if applicable)	http://

Accessibility Priorities (if plan is not yet published)

Priorities related to the Accessibility of Information and Communication Technology (ICT)	If applicable, list specific Investment IDs to achieve the Accessibility Priorities
Accessibility Steering Committee	Committee co-lead by Sandra Minatel, DG ASA and Aaron Feniak DG Strategic People Mgt, HRB. This committee was created to engage IRCC leaders in various areas to develop an Accessibility plan, engage management and employees and promote the plan. The areas of interest include, Accommodation, IT and HR. 1-A new team has been created at IRCC, the Employee Support Office (ESO), their leader is Robyn Holland-Ayoub. The ESO's role and priority this year is to identify and put in place processes that will ensure employees have access to a simple (facilitated) and timely implementation of their accommodation solutions. 2-HRB (Aaron Feniak's team) will be playing a role in the development of the Accessibility file (reviewing HR processes which includes the promotion of creating and using accessibility pools of qualified employees). HRB will also create a dashboard for reporting pusposes (DM). 3-The Accommodation team in ASA lead by Jean-Nicolas Pouliot, hold frequent consultations with management to discuss and review space requirements which incorprates the accessibility angle. The Accommodation team is in constant communication with their partners at PSPC to ensure all accessibility changes or new mandates are implemented such as the universal washrooms. 4- ASA has hired an Accessibility specialist (consultant) to assist the Accessibility Steering Committee in "packaging" IRCC's Accessibility Plan as well as engaging change management messaging to ensure we deliver the plan successfully across the department. 5-Information Technology (IT) will be looking at leveraging current tools as well as new tools to facilitate the technological aspects of employees needing accessible tools to be able to perform their duties barrier free. 6-Client Experience Branch – continues to look at improving services to our clients.

Notes: In accordance with the Accessibility Canada Act, federal government departments, agencies and Crown corporations are to publish initial accessibility plans by December 31, 2022. TBS will launch a Scorecard for Accessible ICT Maturity in 2022. The next iteration of the DPSD will require departments to list priorities from accessibility plans and to submit a maturity score based on the Scorecard self-assessment.

Annex B

Summary of IRCC's Departmental Plan for Service and Digital 2022-2025

Tab 1 contains the instructions.

Section I is the approval tab for the Deputy Minister.

Section II is a list of key contacts in Immigration, Refugees and Citizenship Canada (IRCC).

Section III outlines IRCC's Service Improvement Priorities over the next three years. It itemizes IRCC service improvement priorities (IT and non-IT initiatives) that may relate to priorities noted in the 2021-2024 Digital Operations Strategic Plan, the three themes of the Service Management Improvement Initiative (client feedback, service standards, service reviews), broader government priorities, mandate commitments, implementing the requirements of the Policy on Service and Digital, or other relevant priorities, as per Treasury Board Secretariat (TBS) guidance.

Section IV provides a global view of the Departmental total spending plans based on total authorities available to the department stemming from the 2022-23 Departmental Plan. It also identifies financial and human resources destined to IM/IT activities across the department, and provides the planned IM/IT resources that are under the CIO's responsibility. As these plans are based on currently available information, they will evolve in time to reflect the outcomes of the IT prioritization and capacity exercises as well as the completion of the GCMS releases content release. TBS seeks this information to assess the amount of resources it takes to support IT and service efforts across comparable departments, which also assists with TBS's future planning.

Section V provides an overview of IRCC's **aging IT applications** and the Department's **sustainability** plans to address this through transformation, workload migration and/or retirement of the application. The list of aging IT applications is based on IRCC's application portfolio management (APM) information contained in the TBS APM Clarity portal. The health of department's application portfolio is reported annually as part of the Management Accountability Framework, for which IRCC has a positive rating of "high". Except for Remedy being re-hosted to an EDC, IRCC has not allocated budget to retire or re-host to an EDC or Cloud the remain aging IT application.

This section also outlines IRCC's plans and progress for **Workload Migration** (WLM). IRCC's WLM is being addressed as part of the GCMS Disaster Recovery and JETS decommissioning initiatives. To provide departments with better TBS and SSC support during their WLM activities, TBS requested a brief overview of IRCC's plans to address

Section VI (a & b)

CONFIDENTIAL

The GC Profile Template identifies IRCC's IT service needs (i.e., desktop computing, telephony, Wi-Fi, internet access, etc.) based on the GC IT User Profile standards. The profiles work in two dimensions, user profiles **(VIa)** and work point profiles **(VIb)**, which bundles each user to a work point based on their job function. Given the number of IRCC employees working remotely due to COVID and the move towards ABW workspaces, the ratio of users to work points should be greater than 1:1. However, IRCC will be growing by 4k or 5k FTE's in 2022/23 and as such, three new buildings were brought online hence the higher than 1:1 ratio.

Section VII

s.16(2)(c)

s.21(1)(b)

Building on the IRCC's GC Profile in Section VI, this section compares IRCC's results against the GC's compliance targets. IRCC has detailed the amounts it anticipates for growth or reduction for each service metric over 3 years as a demonstration of meeting compliancy objectives. This also helps Shared Services Canada (SSC) plan for IRCC's demand for IT services. IRCC has initiated a "Cut the Cord" project in support of improving the Department's compliance to the telephony and mobile device targets. Additionally, IRCC has most recently started discussions with SSC in January 2022 regarding the onboarding of M365 services. To note that IRCC will be growing by over 30% and as such, there is large growth of +4,000 FTE's planned for fiscal year 2022/23. The anticipated FTE growth for remaining two fiscal years (2023/24 and 24/25) were estimated to be 10% per year similar to the yearly departmental growth over the past 5 years.

Section VIII

Section IX – Information Management
The questions in the IM tab are focused on IM and Data Governance and on elements of the new Standard on Systems that Manage Information (pending approval). Similar to the question in that most recent round of MAF, these appear to be baselining questions. The metadata and disposition questions ask about the Department and its systems overall. At a

CONFIDENTIAL

recent IM Leaders forum, the TBS IM team indicated that the intent is to apply the new standard on systems that manage information on new systems being built or procured, not on legacy systems currently in place. This issue is being worked out within TBS OCIO. The alternative would be to retrofit all existing systems within the GC for very specialized functionality.

Section X – Accessibility
TBS mandated the implementation of the Accessibility Strategy within the Public Service by December 2022. The Accessibility tab provides a description of the *Accessibility Plan*, which encompasses IRCC's work to date to improve accessibility for both employees and clients.